PROPOSAL TO TRANSFER THE B.S. DEGREE IN BUSINESS ADMINISTRATION TO AGSM
AND RESTRUCTURE THE CURRICULUM

Change in the B.S. Degree in Business Administration

November 1, 2004

Approved:

November 2, 2004  Business Administration Program Committee
                  Woody M. Liao, Chair

November 16, 2004  AGSM Executive Committee
                    Kathleen Montgomery, Chair

November 30, 2004  AGSM Faculty

December 1, 2004   CHASS Executive Committee
                    Mary Gauvain, Chair
I. Introduction

This is a proposal, at a time of new enthusiasm and dedication to excellence in UCR’s history, to transfer responsibility and degree granting authority for the B.S. in Business Administration to the A. Gary Anderson Graduate School of Management. It is also a proposal to restructure the curriculum to more effectively meet the new accreditation standards for business management programs while maintaining linkages to the College of Humanities, Arts, and Social Sciences (CHASS) and other Colleges. This will also entail a change of name from Graduate School of Management to College of Business (COB). While the program will remain an upper division major, and the current Pre-Business lower division status within CHASS will continue, students from any College will be encouraged to apply to the Business Administration major.

This restructuring of the Business Administration major is one way we are making a collaborative effort to contribute to the Chancellor’s vision to make UCR a premier research university that promotes excellence at all levels. Since core courses are required to achieve and maintain accreditation, and provide little opportunity to differentiate from other competing programs, this proposal reduces the core requirements for the program and instead develops and emphasizes Concentrations that draw on courses offered by different UCR Colleges. Differentiating our major from others by building on UCR’s strengths will enable Business Administration to position itself as one of the very best programs in the country. Our students will be able to identify and pursue their passion in Business as well as the Arts or the Sciences. This education, by including courses from all three Colleges in the new Concentrations, will better prepare our students for society at large and the employment market in particular while enhancing the students’ academic experience.

II. Goals and Objectives

The proposed changes are consistent with the campus drive toward excellence. They make the program a more attractive, selective, sought-after major; make more innovative use of faculty strengths and resources within AGSM and CHASS; build new linkages and opportunities for collaboration between AGSM and other campus units; and more effectively address the new accreditation criteria employed by the Association to Advance Collegiate Schools of Business (AACSB International).

The program is made more attractive by offering a more efficient set of core requirements that incorporate specific areas expected of business majors in the new accreditation standards and is more comparable to other top tier undergraduate business programs (e.g. UC Berkeley, University of Michigan, and University of Virginia). Making the core more efficient enables students to develop depth in an area of Concentration and still have some free electives. This desire for confidence and credibility in an area of Concentration is evidenced by many students writing in Concentrations on their Graduation Applications even though they are told, that in the current structure of the major, no Concentrations are recognized. A broad, inclusive set of Concentrations is proposed that takes better advantage of faculty strengths within AGSM and across campus. At least six of the proposed 12 areas of Concentration build extensively on strengths in CHASS and the other colleges (i.e. CNAS and COE). These cross-college Concentrations reflect students’ interests that integrate business with other experiences. Although twelve concentrations, based on current student interest and curricular strengths, are proposed at this time, it is expected that additional concentrations may be developed in the future as new UCR programs and curricula are designed.
III. Rationale

This proposal strengthens the major in several ways. It clarifies accountability and responsibility for program development and management in a single college, while enabling stronger collaborative ties with other colleges. It assures that stable permanent resources will be devoted to the program, increasing students’ interaction with experienced faculty. It enables better coordination of course offerings and scheduling. It gives the students a clear upper division home, which can enhance their identification with the program. It also fosters a sense of community, enhancing the overall learning experience.

The transfer will be accompanied by program and curriculum changes. Enrollment will be limited and admission will be more selective. Updating the core requirements will make the core more efficient and effective, freeing up opportunities for Concentration and electives. Areas of Concentration will be more clearly defined, and several Concentrations will build on courses and areas of strength in CHASS and other Colleges. The program would remain an upper division major, but students could enter from any College. They would satisfy the breadth requirements of the College from which they enter. This would provide a more diverse student body in terms of career interests.

By making the program more selective and challenging, preparing students for the contemporary global and competitive business world, it can become a highly sought-after flagship program for the School and the campus. We expect that the redesigned curriculum will be more attractive to high quality students and that the graduates of this program will be highly competitive in the marketplace. The structure and delivery of the minor in business management will also be strengthened to provide an alternative opportunity to those students who are not accepted into the business major, and those pursuing their interests in the sciences and humanities who want to acquire some management training.

IV. Program Administration

a. Governance Structure

The program is now jointly administered by CHASS and the AGSM, with the degree conferred by CHASS. A Program Committee with representatives from CHASS and AGSM has been the governing body. That Program Committee would become an internal AGSM faculty committee.

b. Advising Structure

Students would complete their lower division study in any College from which they apply to the Business Administration major. It is expected that most students would be either Pre-Business students in CHASS or undeclared in one of the Colleges, and would have to meet the breadth requirements of that College. The existing Pre-Business status at CHASS will be retained as an advising unit for their students until they are admitted to the Business Administration program. The COB will conduct regular workshops and communications to provide guidance for CNAS and COE lower division students on preparing for the major and intended Concentration. Upon admission to the upper division major, the student’s file will be transferred to the program office and advising will be done within COB. Administrative decisions related to the major requirements or related to graduation requirements of the campus or of the major will be made in the office of the Dean of COB, upon appropriate petition.

V. Admission Requirements
Students will enter the program at the upper division level. Students will normally apply for admission after earning a minimum of 75 quarter units but not more than 100 units of college credit, including completion of program prerequisites and college breadth requirements. It is preferred that students who enter UCR as freshmen apply for admission during the quarter in which they will complete their breadth requirements and prerequisites. Students cannot apply more than twice, both within the 100-unit limit. Putting a window on the units and limiting applications to two attempts will reduce students’ temptation to delay their application while holding in another major, which contributes to the problem of students taking too many units and taking too long to graduate. Students will be encouraged to apply within 90 units.

Admission will be competitive, based on a variety of factors including cumulative GPA, SAT score, self-statement, letters of recommendation, and a resume. GPA alone will not guarantee admission. The minimum GPA required for admission will be set at a level (revised annually) to keep total expected enrollment in the major at 1,200 students (as measured by Fall Quarter 3rd week figures). The criteria will need to take into account graduation numbers and transfer students. Applicants will be asked to indicate their intended area of concentration at the time of application. The program will be marketed extensively to increase the pool of outstanding students who apply to UCR in order to major in Business Administration.

Transfer students must have completed the equivalent of 4 of the 6 course requirements in the general prerequisites listed below and the two lower division business prerequisites (BUS 10 & 20) by transferring courses comparable to the current BSAD 10, 20A and 20B (since BUS 20 is not available at most of the 107 community colleges) to be admitted to the major. They must complete the remaining prerequisites after admission. Eligible transfer students not meeting these requirements may be admitted to the Business-Preparatory category until the requirements have been met for admission to the major. Admission to Business-Preparatory will not guarantee future acceptance to Business Administration. Acceptance will be competitive, based on a variety of factors including cumulative GPA, SAT score, letters of recommendation, self-statement, and a resume.

VI. Degree Requirements

Requirements for the Business Administration degree include the following:
A. Lower Division Requirements

1. Breadth Requirements of the college from which they enter. Students with a foreign language breadth requirement may be admitted to the major, but they must complete the requirement before graduation.

2. General Prerequisites (6 Courses, 27 Units) (may be applied toward breadth requirements)
   - Economics 4, Introduction to Economics (5 units)
   - Computer Science 8, Introduction to Computing (4 units)
   - Mathematics 22, Calculus for Business (5 units)
   - Statistics 48, Statistics for Business (5 units)
   - Economics 102A, Microeconomic Theory (4 units)
   - Economics 103A, Macroeconomic Theory (4 units)

3. Major Prerequisites (2 Courses, 8 Units)
   - Business Administration 10, Introduction to Business (4 units)
Business Administration 20, Financial Accounting and Reporting (4 units)

B. Upper Division Major Requirements (18 Courses, 72 – 80 Units)

1. Required Core (10 Courses, 40 – 48 Units):
   - Business Administration (BUS) 100, Management Communication
   - Business Administration (BUS) 101, Information Technology Management
   - Business Administration (BUS) 102, Ethics and Law in Business and Society
     
     Or PHIL 116 and either POSC 182 or POSC 186
   - Business Administration (BUS) 103, Marketing and Distribution Management
   - Business Administration (BUS) 104, Decision Analysis and Management Science
   - Business Administration (BUS) 105, Production and Operations Management
   - Business Administration (BUS) 106, Financial Theories and Markets
   - Business Administration (BUS) 107, Organizational Behavior
     
     Or PSYC 142 and either SOC 150 or SOC 151
   - Business Administration (BUS) 108, Financial Evaluation and Managerial Analysis
   - Business Administration (BUS) 109, Competitive and Strategic Analysis

2. Concentration (5 Upper Division Courses, 20 Units)

3. Business Electives (3 Upper Division BSAD (BUS) Courses, 12 Units)

Concentration: Choose five courses from one of the following sets, with the approval of an advisor. Courses completed to meet upper division core requirements may not be used to meet concentration requirements. The Concentration would appear on the transcript. (In the listing of courses in the concentrations below, current course numbers are shown. BSAD courses will be renumbered with BUS prefix.)

Accounting: At least three of the five courses must be selected from BSAD159-169B.

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<tr>
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<tr>
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<td>Accounting for Nonprofit Entities</td>
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<tr>
<td>BSAD 164</td>
<td>Multinational Accounting</td>
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<tr>
<td>BSAD 165A</td>
<td>Intermediate Financial Accounting I</td>
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<tr>
<td>BSAD 165B</td>
<td>Intermediate Financial Accounting II</td>
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<td>BSAD 165C</td>
<td>Intermediate Financial Accounting III</td>
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<td>BSAD 166</td>
<td>Accounting Information Systems</td>
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<td>BSAD 167</td>
<td>Advanced Financial Accounting</td>
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<tr>
<td>BSAD 168A</td>
<td>Individual Taxation</td>
</tr>
<tr>
<td>BSAD 168B</td>
<td>Federal Taxation for Corporations, Partnerships, Estates &amp; Trusts</td>
</tr>
<tr>
<td>BSAD 169A</td>
<td>Auditing</td>
</tr>
<tr>
<td>BSAD 169B</td>
<td>Quality Assurance in Auditing</td>
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<tr>
<td>ECON 112</td>
<td>Forecasting in Business and Economics</td>
</tr>
<tr>
<td>PHIL 116</td>
<td>Business Ethics</td>
</tr>
<tr>
<td>PSYC 134</td>
<td>Cognitive Processes</td>
</tr>
</tbody>
</table>
BSAD 111  Services Marketing  
BSAD 117  Advertising  
BSAD 155  Managing Human Resources  
BSAD 156  Leadership Development  
BSAD 159  Accounting for Nonprofit Entities  
CS 143  Multimedia Technologies and Programming  
[ART, AHS CRWT  At least three but not more than five upper division courses in one  
DNCE, HIST MUS, THEA]  As an alternative, students could do a minor in one of the arts.  

Environmental Management  
BSAD 139  Real Estate Investments  
CEE 132  Green Engineering  
ENSC 170  Workshop in Environmental Management  
ENSC 172  Principles of Environmental Impact Analysis  
ENSC 174  Law, Institutions, and the Environment  
ECON/ENSC 143A  Environmental Economics  
ECON/ENSC 143B  Natural Resource Economics  
ECON/ENSC 143C  Ecological Economics and Environmental Valuation  
ECON 146  Urban Economic Problems  
ECON 148  Land and Resource Economics  
GEO 157  Automated Geographic Information Systems  
PHIL 116  Business Ethics  
PHIL 117  Environmental Ethics  
POSC 127  International Environmental Politics  

Financial Economics  
BSAD 135A  Corporate Finance: Theory & Cases I  
BSAD 135B  Corporate Finance: Theory & Cases II  
BSAD 136  Investments: Security Analysis & Portfolio Management  
BSAD 137  Investments: Speculative Markets  
BSAD 138/ECON 171  International Finance or International Finance  
BSAD 139  Real Estate Investments  
ECON 102B  Microeconomic Theory  
ECON 103B  Macroeconomic Theory  
ECON 112  Forecasting in Business and Economics  
ECON 130  Introduction to Money, Banking, and Credit  
ECON 135  The Stock Market  
ECON 136  Empirical Financial Economics  

General Management  
BSAD 111/113  Services Marketing or Marketing Institutions  
BSAD 128/129  Project Planning and Control or Supply Chain Management  
BSAD 135A  Corporate Finance: Theory and Cases I  
BSAD 143/155  Judgment and Decision Making or Managing Human Resources  
BSAD 146  Introduction to Entrepreneurship  
BSAD 147  Entrepreneurial Finance  
BSAD 148  Business Plan Development  
BSAD 165A  Intermediate Financial Accounting  
BSAD 173  Introduction to Databases for Management  
BSAD 180A  Seminar in Management: Entrepreneurship  
BSAD 180B  Seminar in Management: Creating Value  
BSAD 180C  Seminar in Management: Developing Leadership Skills
Human Resources Management: Take at least one of BSAD 155 Managing Human Resources and PSYC142 Industrial/Organizational Psychology and the remainder from the following:

ANTH/BSAD 105 Organizations as Cultural Systems
BSAD 144 Negotiation Fundamentals
BSAD 156 Leadership Development
BSAD 157 Managing Work Force Diversity
PSYC 155 Personality Assessment
SOC 150 The Sociology of Economic Organizations
SOC 151 Formal Organizations
SOC 171 Alternatives to Bureaucratic Organizations
SOC 176 The Sociology of Work in Organizations

Information Systems: At least three of the five courses must be selected from BSAD 171-179.

BSAD 118 Electronic Marketing
BSAD 166 Accounting Information Systems
BSAD 171 Systems Analysis & Design
BSAD 172 Information Economics
BSAD 173 Introduction to Databases for Management
BSAD 174 Electronic Commerce
BSAD 175 Business Data Communications
BSAD 177 Strategies in Information Systems
BSAD 179 Business Information Systems Development
CS 120A Logic Design
CS 120B Introduction to Embedded Systems
CS 121 Rapid Prototyping of Digital Systems
PSYC 134 Cognitive Processes
PSYC 140 Social Psychology
PSYC 142 Industrial/Organizational Psychology

International Management

BSAD 114 Marketing in a Global Environment
BSAD 138 International Finance
BSAD 154B International Business Law
BSAD 164 Multinational Accounting
BSAD 185 International Strategy and Management
ECON 113 The Political Economy of Latin America
ECON 171 International Finance
ECON/BSAD 178 International Trade
ECON 179 The Chinese Economy
ECON 182 Trade, Globalization, and Development
ECON 185 Economic Development in Latin America
HISA 162 Twentieth-Century Latin America
POSC 126 The Politics of International Trade, Finance, and Development
POSC 127 International Environmental Politics
POSC 130 Politics and Economics of the Pacific Rim
POSC 162 Latin America: The Quest for Development and Democracy
SOC 181 World Systems and Globalization

Managerial Economics

ECON 102B Microeconomic Theory
ECON 103B Macroeconomic Theory
ECON 107 Introductory Econometrics I
ECON 108 Introductory Econometrics II
ECON 130 Introduction to Money, Banking, and Credit
ECON/ENSC 143A Environmental Economics
ECON/BSAD 152 Economics of Labor Relations
ECON/BSAD 153 Labor Economics
ECON/BSAD 160 Industrial Organization
ECON 163 Economics and Business Strategy
ECON/BSAD 178 International Trade

Marketing: At least two of the five courses must be selected from BSAD 111-118.
BSAD 111 Services Marketing
BSAD 112 Consumer Behavior
BSAD 113 Marketing Institutions
BSAD 114 Marketing in a Global Environment
BSAD 115 Marketing Research
BSAD 117 Advertising
BSAD 118 Electronic Marketing
CRWT 130 Beginning Creative Writing Nonfiction
ECON 102B Microeconomic Theory
ECON 104/111 Data Analysis for Economics and Business or Research Methods in Business and Economics
ECON 112 Forecasting in Business and Economics
PHIL 116 Business Ethics
PSYC 134 Cognitive Processes
PSYC 140 Social Psychology
PSYC 158 Person Perception
STAT 147 Introduction to Statistical Computing

Operations & Supply Chain Management: At least three of the five courses must be selected from BSAD 122-129.
BSAD 118 Electronic Marketing
BSAD 122 Linear Programming with Applications
BSAD 127 Introduction to Quality Improvements
BSAD 128 Project Planning and Control
BSAD 129 Supply Chain Management
BSAD 173 Introduction to Databases for Management
ECON 112 Forecasting in Business and Economics
ECON/BSAD 162 Managerial Economics

Public Policy and Management
BSAD 111 Services Marketing
BSAD 155 Managing Human Resources
BSAD 156 Leadership Development
BSAD 159 Accounting for Nonprofit Entities
ECON 132 Public Finance
ECON 135 The Stock Market
ECON 143A Environmental Economics
ECON 152 Economics of Labor Relations
ECON 160 Industrial Organization
ECON 163 Economics and Business Strategy
ECON 187 Contemporary Public Policy Challenges in Latin America
PHIL 116 Business Ethics
POSC 181 Public Policy: Values, Conflict, and Politics
POSC 182 Politics and Economic Policy
POSC 185 Public Budgeting
POSC 186 Regulation: A Political Perspective
VII. Justification of Curriculum Changes

Prerequisites are reduced to simplify the preparation and advising requirements while maintaining comparability with other top programs. Statistics would be met with STAT 48 only (dropping PSYC 011), simplifying that requirement and providing more uniformity in preparation. Instead of two lower division and two upper division Economics courses, the Economics content would be delivered in three lower division courses. Completion of this course work in Economics in the lower division will enable students to pursue a richer set of courses for the Financial Economics and Managerial Economics Concentrations in the upper division. MATH 23 (Applied Matrix Algebra) is dropped because modern programs no longer have students perform such calculations and no other top program has such a requirement. Lower division Accounting is reduced from two Principles courses to one Financial Accounting course. This is more appropriate for non-accounting students. The social science methods courses are dropped. No other program has such requirements and they are no longer needed for upper division Social Science core courses, as these are replaced with Business offerings (unless the student chooses the Social Science courses as options).

In the upper division core, several changes are introduced that would allow students to meet the requirements with one new course instead of taking two as currently required. This presents the material more efficiently and makes room for the concentrations and electives. The organizational behavior requirement can be met by one new Business course, BUS 107: Organizational Behavior, instead of two courses from Sociology and Psychology. This helps reduce the units required for the core to make room for the Concentrations. An option would allow students to meet the requirement with PSYC 142 and either SOC 150 or 151 if they choose. BUS 107 would include both micro and macro organizational concepts. Current AGSM faculty members are qualified and teach this material at the MBA level. The Political Science and Philosophy content is incorporated in one new Business course, BUS 102: Ethics and Law in Business and Society. This helps to further reduce the core unit requirements and move units into the Concentrations. Current AGSM faculty members have taught similar courses at the MBA level and are qualified to teach this material. As above, students would have the option of taking PHIL 116 and either POSC 182 or 186 if they choose.

Students are required to choose an area of concentration to develop some depth of knowledge. Many of these include recommended courses in CHASS and some in CNAS and COE. Students must take five courses (20 units) in one of these Concentrations. Students may choose five courses from the list of recommended courses, subject to a few constraints and recommendations. Some choices will require prerequisite work. Students will be made aware of these requirements in the workshops and in their junior year advising. Eventually, areas and departments may develop and recommend more structure to the Concentrations, but at present we introduce the areas of Concentration using existing courses.

VIII. Enrollment Projections

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IX. Resource Impact

The revised program eliminates three courses (12 units) of lower division prerequisites: one each in CHASS, CNAS, and AGSM, plus one alternative CHASS course in Statistics (PSYC 011) and one partial reduction in Economics (ECON 2, ECON 3 reduced to one 5-unit course ECON 4). This provides
students with more flexibility in their first two years and reduces workload slightly in those colleges. The number of required core courses in the upper division major is reduced from 14 to ten (or 12 with the CHASS options) by developing an efficient and effective set of core courses that satisfies all of the accreditation requirements. Three CHASS core courses (PSYC, SOC, and POSC choices) become options to BUS core courses and are recommended electives in the Concentrations. The affected departments already have very high student/faculty workload ratios and should not suffer any dramatic impacts from serving fewer Business Administration students. They may indeed benefit from being able to better serve their own majors and those Business Administration students who self-select into the optional paths or Concentrations involving those departments. One lower division CNAS requirement is deleted. AGSM drops one requirement but picks up three core courses (one required and two that are options). AGSM also has a high current student/faculty ratio, but the workload increase is less than it would be because of the reduction in the size of the program over time.

The preliminary calculations projected based on these proposals indicate a net CHASS loss of 2,123 credit hours per year. This would represent a 10.2% reduction in CHASS credit hours from Business Administration students.

X. Market Analysis

Enrollment in the Business Administration major has been growing steadily. The campus enrollment plan calls for capping the enrollment in the major and moving to more selective admissions. Demand is expected to continue and even increase as the program is made more attractive and desirable. If demand for the program does rise, the requirements for admission will be raised to keep total enrollment at the 1,200 total target.

XI. Sample Program

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Appendix A

Course Descriptions

BUS 10. Introduction to Business. Provides an overview of the field of business administration. Areas covered include business goals and strategies, functional areas of business and their integration in policy and decision making, ethics and social responsibility, computers in business, and business trends and challenges including the international dimension.

BUS 20. Financial Accounting and Reporting. Study of the concepts and techniques for measurement and communication of financial information and interpretation of financial statements. (New course, see syllabus attached; replaces BSAD 20A and 20B)

BUS 100. Management Communication. Prerequisite: upper division standing. Covers the theory and practice of communication in a business environment. Topics include written and oral presentations, interpersonal skills, teamwork in a multicultural setting, and effective use of communication technologies. (New course, see syllabus attached)

BUS 101. Information Technology Management. Prerequisite: CS 8 or equivalent. Examines the influence of information technologies on the structure and management of organizations. Topics include computer hardware and software, business data processing, databases, telecommunications, systems analysis and design, cost-benefit analysis, and system applications in business. Includes database and spreadsheet projects. (Number, title change for BSAD 170)

BUS 102. Ethics and Law in Business and Society. Prerequisite: upper division standing. Analyzes the legal, ethical, political and social aspects of the business environment. Topics include ethics and social responsibility, government regulation, corporate governance, and global management issues. (New course, see syllabus attached)

BUS 103. Marketing and Distribution Management. Prerequisite: upper division standing. An introduction to the role of marketing in society with emphasis on concepts, marketing methods, and institutions. (Number, title change for BSAD 110)

BUS 104. Decision Analysis and Management Science. Prerequisites: MATH 22, STAT 48. Survey of decision methodologies under conditions of certainty and uncertainty. Topics include data analysis and statistical methods, linear programming, networks, decision trees, queuing models, and simulation. (Number, title change for BSAD 121)

BUS 105. Production and Operations Management. Prerequisite: BUS 104 or equivalent. Deals with the issues of design and control of production systems in manufacturing and service organizations. (Number change for BSAD 126)

BUS 106. Financial Theories and Markets. Prerequisites: BUS 20, ECON 4. Covers the foundation materials for both corporate financial management, and investment and portfolio analysis. Topics include time value of money, capital budgeting, capital structure, dividend policy, portfolio theory, capital asset pricing model, and market efficiency. (Number, title, and prerequisite change for BSAD 134)

BUS 107. Organizational Behavior. Prerequisite: upper division standing. Studies organizations from the behavioral science perspective. Topics include motivation, leadership, communication, groups, organization structure and culture, and control in complex organizations. (New course, see syllabus attached)
BUS 108. Financial Evaluation and Managerial Analysis. Prerequisite: BUS 20. Study of accounting data used for managerial planning and controlling of business operations. Provides as introduction to manufacturing operations and cost accounting systems, cost-volume-profit analysis, relevant costing, standard costing and variance analysis, as well as budgeting. (Number, title change for BSAD 163)

BUS 109. Competitive and Strategic Analysis. Prerequisite: senior standing in Business Administration. Provides an understanding of strategic decision-making processes in organizations, the interrelationships among functional areas, and how decision-making is affected by internal and external environments. Teamwork and case studies are emphasized. (Number, title change for BSAD 184)

Appendix B

Sample Syllabi for Proposed New Courses

BUS 20 – Financial Accounting and Reporting

1. Catalog Description

   Study the concepts and techniques for measurement and communication of financial information and interpretation of financial statements.

2. Course Objective

   This course is designed to introduce students to the concepts and fundamentals of financial accounting. It focuses on providing useful information to external users for economic decisions. The objective of this course is to help students become an informed user of external financial reports by understanding the basic structure and the process of financial accounting and reporting.

3. Suggested Texts or Equivalent


4. Units, Activities, and Hours Per Week

   Four units; Lecture, 3 hours; Discussion 1 hour.

5. Topic Coverage

   a) Financial statements and Business decisions (1 week)
      Discusses four basic financial statements (the balance sheet, the income statement, the statement of cash flows and the statement of retained earnings) and how to use the financial statements for operating, investing, financing decisions.

   b) Measuring and recording business transactions (1 week)
      Provides transaction analysis and discusses accounting equation, double entry recording, posting, and adjusting processes.

   c) Accounting information systems and financial reports (1 weeks)
      Discusses principles of accounting systems design, objectives of financial information, and accounting conventions for interpretation of financial information.

   d) Measuring and reporting short-term assets and liabilities (2 weeks)
Discusses accounting for cash, accounts receivable, inventories, short-term investment, accounts payable, and short-term notes payable.

e) Measuring and reporting long-term assets (1 weeks)
Discusses accounting for acquisition, depreciation, and disposal of plant, property, and equipment.

f) Measuring and reporting long-term liabilities (1 week)
Discusses debt financing and accounting for bonds payable, mortgage payable, installment notes payable, and pension liabilities.

g) Measuring and reporting owners’ equity (1 week)
Discusses equity financing, dividend policy, and accounting for stock issuance, treasury stock, stock options, and retained earnings.

h) Presentation and analysis of financial statements (2 weeks).
Discusses standards, sources of information, and tools and techniques of financial statement analysis.


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<tr>
<th>Evaluation Method</th>
<th>Weight</th>
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<tbody>
<tr>
<td>Class participation and assignment</td>
<td>20%</td>
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<tr>
<td>Project analysis</td>
<td>20%</td>
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<tr>
<td>Exam 1</td>
<td>30%</td>
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<tr>
<td>Exam 2</td>
<td>30%</td>
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7. Justification:
This course is designed to provide the knowledge of accounting principles necessary for non-accounting business majors. The objective is to help students become informed users of external financial reports.

BUS 100 - Management Communication

1. Catalog Description
Covers the theory and practice of communication in a business environment. Topics include written and oral presentations, interpersonal skills, teamwork in a multicultural setting, and effective use of communication technologies.

2. Course Objective
Students will achieve basic skills in written communications through written reports/memos, and in oral communication through class presentation as part of the curriculum.

3. Prerequisites
Upper division standing.

4. Suggested Texts or Equivalent
Bell, A.H. and Smith, D.M., Management Communication, Wiley, 1999
There are two self-assessment instruments that are useful:
   Personal Profile System, Carlson Learning Company
   Personal Listening Profile, Carlson Learning Company

5. Units, Activities, and Hours Per Week
Four Units; Lecture, Three Hours; Discussion, One Hour.
6. Topic Coverage

Business Writing Skills (2 wks)
Explores how business writing brings managers great visibility and provides evidence of their overall competence and management style; provides a general orientation to various forms of business letters, memos and reports. Includes opportunities to practice using these forms.

Interpersonal/Listening Skills (2.5 wks)
Provides basic concepts, techniques, and practice for managing interpersonal relationships in the workplace. Includes a self-assessment of listening skills and student’s interactive style in the workplace. Increases student’s ability as a manager to handle workplace conflict, conduct productive performance improvement discussions, and manage diversity.

Presentation Skills (2.5 wk)
Provides students with a set of tools and guidelines for preparing and delivering brief, coherent, and successful oral business presentations. Includes videotaping and feedback of student presentations.

Effective Meeting Leadership Skills (1.5 wks)
Provides students with a set of tools and guidelines for preparing and managing effective business meetings. Identifies characteristics of productive meetings and distinguishes between content and process issues. Identifies causes for poor meetings and explores solutions.

Developing and Managing Multicultural Teams (1.5 wks)
Provides an orientation to methods, tools, and processes for developing and managing an effective team; includes identifying common pitfalls and problems in team development. Discussion of high context and low context cultures as related to team interaction/diversity is included.

7. Suggested Method of Evaluation

Class Participation - 10%
Written Assignments - 60%
Oral Presentation(s) - 30%

8. Justification:
This new core course requirement for the business administration major focuses on development of communication skills in a business environment. It is specifically designed to meet AACSB accreditation standards and to enhance the oral and written communication skills of business majors.

BUS 102- Ethics and Law in Business and Society

1. Catalog Description

Analyzes the legal, ethical, political and social aspects of the business environment. Topics include ethics and social responsibility, government regulation, corporate governance, and global management issues.

2. Course Objective

Through the curriculum (with lectures and readings on ethical and global issues; the influence of political, social, legal and regulatory, and environmental issues; and the impact of demographic diversity on organizations) students will be provided with an understanding of the perspectives that form the context for business.

Students will receive instruction in the core area of domestic and global economic environments of
organizations.

Students will achieve basic skills in written communications through case analysis, written reports, and essay exam, and in oral communication through case discussion as part of the curriculum.

3. Prerequisites
Upper division standing

4. Suggested Texts or Equivalent

5. Units, Activities, and Hours Per Week
Four Units; Lecture, Three Hours; Discussion, One Hour.

6. Topic Coverage
Introduction (1.5 wks)
   The Business Environment
   Models of the Business, Government, Society Relationship
Business Ethics and Social Responsibility (1.5 wks)
   Theories of Ethics
   Application of Ethical Principles
   Managerial Values and Corporate Culture
   Elements of Social Responsibility
   Arguments For and Against Corporate Social Responsibility
   Managing Social Issues
The Government and Business Relationship (2 wks)
   Government Regulation
   Reform In The Regulatory Arena
Business In The Political Process (1 wk)
   Structural Issues
   Government Relations
   Electoral Politics
   Influencing Public Policy
Global Management Issues (1 wk)
   Multinational Corporations and Government Relationships
   Social and Political Issues
   Global Ethics Issues
Corporate Governance and Human Resource Issues (1 wk)
   Structure of Corporate Governance
   Criticisms of Corporate Governance
   Reforms in Corporate Governance
   Employment and Employee Rights Issues
   Civil Rights Issues
Strategic Management of External Issues (2 wks)
   Environmental Issues
   Consumer Issues
   Community Issues
   Issues Management
7. **Suggested Method of Evaluation**
   - Class Participation
   - Written Assignments: Individual or Team case analysis
   - Midterm Exam
   - Final Exam

8. **Justification:**
   This course is designed as an option to fulfill the business administration major core knowledge requirement in law and business ethics in one course. This will reduce core requirements for the major and move units into the proposed major concentrations.

**BUS 107 – Organizational Behavior**

1. **Catalog Description**
   Studies organizations from the behavioral science perspective. Topics include motivation, leadership, communication, groups, organization structure and culture, and control in complex organizations.

2. **Course Objective**
   Students will receive instruction in the core area of human behavior in organizations. Students will achieve basic skills in written communication as part of the curriculum.

3. **Prerequisites**
   Upper division standing.

4. **Suggested Texts or Equivalent**
   Other readings, in addition to a basic text, may be assigned.

5. **Units, Activities, and Hours Per Week**
   Four Units; Lecture, Three Hours; Discussion Section, One Hour.

6. **Topic Coverage**
   Management, Organizations, and People (1 wk)
   Organizations (2 wks)
     - Organizational Structure and Design
     - Organizational Change
     - Organizational Culture
   Individuals (2 wks)
     - Perception
     - Personality and Attitudes
     - Needs and Motivation
     - Learning
   Groups (2 wks)
     - Group Dynamics
     - Teams and Teamwork
   Communication (1 wk)
     - Communication Cycles
     - Barriers to Communication
     - Cross-cultural Communication
   Power, Conflict, and Politics (1 wk)
     - Sources of Power
Conflict Resolution Techniques
Organizational Politics
Leadership and Decision Making (1 wk)
  Leadership Theories
  Leadership Strategies/Styles
  Decision Making in Organizations
  Leadership, Decision Making, and Control in Organizations
Assignments: At least one assignment (project, exercise, etc.) should involve students working in groups.

7. Suggested Method of Evaluation
   Class Participation (Optional)
   Written Assignments
   Midterm Exam
   Final Exam

8. Justification:
   This course is designed to allow students to obtain required knowledge of micro and macro organizational concepts one course rather than the existing business major requirement of two courses and give students more elective choices. Students will retain the option to meet this knowledge requirement through completion of two courses (Psychology 142 and either Sociology 150 or 141).
To be adopted:

Proposed Changes to BS in Business Administration

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<th>PRESENT</th>
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<td><strong>MAJORS</strong></td>
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<td>The B.S. in Business Administration is a two-year upper-division major offered jointly by the A. Gary Anderson Graduate School of Management (AGSM) and the College of Humanities, Arts, and Social Sciences (CHASS). Students can enroll in pre-Business status and are advised in CHASS during their freshman and sophomore years. The pre-Business curriculum includes the prerequisites to the major and the college breadth requirements. After admission to the major, students are advised by AGSM. The B.S. degree in Business Administration is conferred by CHASS.</td>
<td>The B.S. in Business Administration is a two-year upper-division major offered by the College of Business (COB). Students can enroll in any other college and are advised in that college during their freshman and sophomore years. The lower division curriculum includes the prerequisites to the major and the college breadth requirements. After admission to the major, students are advised by the COB. The B.S. degree in Business Administration is conferred by the COB.</td>
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</table>

The program is accredited by the AACSB International – The Association to Advance Collegiate Schools of Business.

A limited number of students are accepted into the Business Administration major, chosen according to overall GPA. Students must apply for the major when they have completed not fewer than 75 and not more than 120 quarter units of college work. Final acceptance into the major is based on completion of all prerequisites and breadth requirements within a 120 quarter unit limit, a GPA of at least 2.00 in prerequisites, and a cumulative GPA of at least 2.50. (Students who have not completed the foreign language requirement may be accepted into the program, but they must complete the requirement before graduation.) Exceptions to the 120 quarter unit maximum must be requested by petition.

Students are encouraged to participate in at least one internship during their junior or senior year. Students interested in international business are encouraged to consider opportunities for study.

The program is accredited by the AACSB International – The Association to Advance Collegiate Schools of Business.

A limited number of students are accepted into the Business Administration major. Admission is competitive, based on a variety of factors including cumulative overall GPA, SAT score, self-statement, letters of recommendation, and a resume. Students must apply for the major when they have completed not fewer than 75 and not more than 100 quarter units of college work. Final acceptance into the major is based on completion of all prerequisites and breadth requirements within a 100 quarter unit limit. (Students with a foreign language breadth requirement may be accepted into the program before its completion, but they must complete the requirement before graduation.) Exceptions to the 100 quarter unit maximum must be requested by petition.

Students are encouraged to participate in at least one internship during their junior or senior year. Students interested in international business are encouraged to consider opportunities for study.
abroad through the Education Abroad Program, which has centers affiliated with more than 150 institutions in 35 countries worldwide.

Outstanding academic achievement is recognized by the awarding of the Delta Sigma Pi Scholarship Key to a graduating senior. Other awards, presented on an annual basis, include the Wall Street Journal’s Student Achievement Award, the Bank of America Business Leaders Scholarship, and the Deloitte and Touche Scholarship.

University Requirements

See Undergraduate Studies section.

College Requirements

Students must fulfill all breadth requirements of the College of Humanities, Arts, and Social Sciences or the Intersegmental General Education Transfer Curriculum prior to transferring to the UC. See College of Humanities, Arts, and Social Sciences, Undergraduate Studies Section.

Major Requirements

The following are requirements leading to the B.S. degree in Business Administration. At least 50 percent of business course requirements must be completed at UCR.

Business Administration Major

1. Preparation for Business Administration major (35 units)

   a) General prerequisites (may be used to satisfy breadth requirements of the College of Humanities, Arts, and Social Sciences)
      (1) ECON 002, ECON 003
      (2) CS 008
      (3) STAT 048 or PSYC 011 (or equivalent)
      (4) SOC 110A or PSYC 012 or ANTH 175B or ECON 111 (or equivalent)
      (5) MATH 022, MATH 023 (or equivalents)

   b) Major prerequisites (may not be used to satisfy breadth requirements)
The major requirements for the B.S. in Business Administration are as follows:

2. Upper-division major requirements (72 units)
   a) BSAD 110, BSAD 126, BSAD 163, BSAD 170, BSAD 184
   b) BSAD 121/STAT 121
   c) BSAD 134/ECON 134
   d) Two course from
      (1) PSYC 142
      (2) SOC 150, SOC 151
   e) ECON 102A, ECON 103A
   f) PHIL 116
   g) POSC 182 or POSC 186

The major requirements for the B.S. in Business Administration are as follows:

2. Upper-division major requirements (72-80 units)
   Core Courses (40 – 48 Units):
   a) BUS 101, BUS 103, BUS 105, BUS 108, and BUS 109
   b) BUS 104/STAT 104
   c) BUS 106/ECON 106
   d) BUS 107; or PSYC 142 and SOC 150 or SOC 151
   e) BUS 100
   f) BUS 102; or PHIL 116 and POSC 182 or POSC 186

Concentration (20 Units): Choose five courses from one of the concentrations listed below. Courses completed to meet upper division core requirements may not be used to meet concentration requirements.

Accounting: At least three of the five courses must be selected from BUS 159 – BUS 169B, BUS 159, BUS 164, BUS 165A, BUS 165B, BUS 165C, BUS 166, BUS 167, BUS 168A, BUS 168B, BUS 169A, BUS 169B, ECON 112, PHIL 116, PSYC 134

Arts Management: BUS 111, BUS 117, BUS 155, BUS 156, BUS 159, CS 143/EE 143; at least three but not more than five upper division courses must be taken in one of these areas: ART, AHS, CRWT, DNCE, HIST, MUS, THEA; or students may complete a minor in one of the arts

Environmental Management: BUS 139, CEE 132, ECON 143A/ENSC 143A, ECON 143B/ENSC 143B, ECON 143C/ENSC 143C, ECON 146/URST 146, ECON 148, ENSC 170, ENSC 172, ENSC 174, GEO 157, PHIL 116, PHIL 117, POSC 127

Financial Economics: BUS 135A, BUS 135B, BUS 136, BUS 137, BUS 138 or ECON 171, BUS 139, ECON 102B, ECON 103B, ECON 112, ECON 130, ECON 135, ECON 136

General Management: BUS 111 or BUS 113
BUS 128 or BUS 129, BUS 135A, BUS 143 or BUS 155, BUS 146, BUS 147, BUS 148, BUS 165A, BUS 173, BUS 180A, BUS 180B, BUS 180C

Human Resources Management: At least one of BUS 155 and PSYC 142 and the remainder from the following: ANTH 105/BUS 105, BUS 144, BUS 156, BUS 157, BUS 176/SOC 176, PSYC 155, SOC 150, SOC 151, SOC 171

Information Systems: At least three of the five courses must be selected from BUS 171 – BUS 179, BUS 118, BUS 166, BUS 171, BUS 172, BUS 173, BUS 174, BUS 175, BUS 177, BUS 179, CS 120A/EE 120A, CS 120B/EE 120B, CS 121, PSYC 134, PSYC 140, PSYC 142

International Management: BUS 114, BUS 138, BUS 154B, BUS 164, BUS 178/ECON 178, BUS 185, ECON 113, ECON 171, ECON 179, ECON 182, ECON 185/LNST 185, HISA 162/LNST 172, POSC 126, POSC 127, POSC 130, POSC 162/LNST 162, SOC 181

Managerial Economics: BUS 152/ECON 152, BUS 153/ECON 153, BUS 160/ECON 160, BUS 178/ECON 178, ECON 102B, ECON 103B, ECON 107, ECON 108, ECON 130, ECON 163, ECON 143A/ENSC 143A

Marketing: At least two of the five courses must be selected from BUS 111-BUS 118, BUS 111, BUS 112, BUS 113, BUS 114, BUS 115, BUS 117, BUS 118, CRWT 130, ECON 102B, ECON 104 or ECON 111, ECON 112, PHIL 116, PSYC 134, PSYC 140, PSYC 158, STAT 147

Operations & Supply Chain Management: At least three of the five courses must be selected from BUS 122 – BUS 129, BUS 118, BUS 122, BUS 128, BUS 129, BUS 173, BUS 127/STAT 127, BUS 162/ECON 162, ECON 112

Public Policy and Management: BUS 111, BUS 152/ECON 152, BUS 155, BUS 156, BUS 159, BUS 160/ECON 160, ECON 132, ECON 135, ECON 163, ECON 143A/ENSC
An additional 20 units of Business Administration elective courses excluding BSAD 190. See department for a list of approved Business Administration elective courses.

An additional 12 units of Business Administration elective courses excluding BUS 190. See department for a list of approved Business Administration elective courses.

JUSTIFICATION:

This proposal strengthens the major in several ways. It clarifies accountability and responsibility for program development and management in a single college, while enabling stronger collaborative ties involving several other colleges. It assures that stable permanent resources will be devoted to the program, increasing students’ interaction with ladder rank research faculty. It enables better coordination of course offerings and scheduling. It gives the students a clear home, which can enhance their identification with the program. It also fosters a sense of community, enhancing the overall learning experience.

The transfer will be accompanied by program and curriculum changes. Admission will be more selective and enrollment will be limited. Updating the core requirements will make the core more efficient and effective, freeing up opportunities for concentration and electives. Areas of concentration will be more clearly defined, and several concentrations will build on courses and areas of strength in CHASS and other colleges. The program would remain an upper division major, but students could enter from any college. They would satisfy the breadth requirements of the college from which they enter. This would provide a more diverse student body in terms of career interests.

Specific changes:

The proposal requires students to develop depth in an area of concentration.

The A. Gary Anderson Graduate School of Management will retain its name. The B.S. degree in Business Administration will be conferred by the College of Business, administered by The A. Gary Anderson Graduate School of Management.

Several changes are made to the application and admission process. The unit window for applying to the major is narrowed to 75 – 100 units from 75 - 120 units to reduce the number of students “holding” in other majors while intending or hoping to change to Business Administration. A self-statement is added to the application materials. The 2.50 GPA standard is eliminated because students will no longer be guaranteed admission, even if they have a 2.50 GPA. No particular GPA will guarantee admission. Admissions will be managed to keep total enrollment at the 1200 student target, so the GPA and self-statement standards may change from year to year.

Students could apply to the major from any college. Students would have to meet the breadth requirements of the college from which they apply to the major.

Lower division prerequisites are reduced to simplify the preparatory and advising requirements while maintaining comparability with other top programs.
Statistics would be met with STAT 48 only, simplifying that requirement and providing more uniformity in preparation.

Instead of two Lower Division and two Upper Division Economics courses, the Economics content would be delivered in one Lower Division course and two existing Upper Division courses, which become prerequisites to the major. The social science methods courses are dropped. No other program has such requirements and they are no longer needed for upper division social science core courses, as these are replaced with Business offerings unless the student chooses the social science courses as options.

MATH 23: Applied Matrix Algebra is dropped because modern programs no longer have students perform such calculations and no other top program has such a requirement.

Lower Division Accounting is reduced from two Principles courses to one Financial Accounting course. This is more appropriate for general (non-accounting) students.

In the Upper Division core, several changes are introduced that would have students meet the requirements with one new course instead of taking two as currently required. This presents the material more efficiently and makes room for the concentrations and electives.

The organizational behavior requirement is met by one new Business course, BUS 107: Organizational Behavior, instead of two courses from Sociology and Psychology. This helps reduce the units required for the core, to make room for the concentrations. A slightly restructured option would allow students to meet the requirement with PSYC 142 and either SOC 150 or 151 if they choose. BUS 107 would include both micro and macro organizational concepts. Current AGSM faculty members are qualified and teach this material at the MBA level.

The Political Science and Philosophy content is integrated into one new Business course, BUS 102: Ethics and Law in Business and Society. This helps to further reduce the core unit requirements and move units into the concentrations. As above, students would have the option of taking PHIL 116 and either POSC 182 or 186 if they choose. Current AGSM faculty members have taught similar courses at the MBA level and are qualified to teach this material.

Students are required to choose an area of concentration to develop some depth of knowledge. Many of these include recommended courses in CHASS and some in CNAS and CENGR. Students must take five courses (20 units) in one of these concentrations. Choices are constrained by some prerequisite requirements. Initially, students can make their own choices, but guidance will be provided through advising.

The concentrations utilize 20 of the elective units remaining after the core. Students then have 12 units to take from any other Business Administration (BUS) electives.

**APPROVALS:**

Business Administration Program Committee: November 2, 2004
AGSM Executive Committee: November 16, 2004
AGSM Faculty: November 30, 2004
CHASS Faculty and Executive Committee: December 1, 2004
Committee on Educational Policy: June 9, 2005